

DRAFT RECOMMENDATIONS – NEW HOMES BUILD IN ISLINGTON

- 1. Review the structure of the Development/New Homes Team to ensure the council has the right skills and capacity to deliver an ambitious and complex new build programme**
 - Make sure the team is sized appropriately to deliver the councils 750 new homes for social rent as well as completing current schemes on site, mindful of financial constraints with the HRA
 - Review performance management and training and support within the team to ensure they have the ability and skills to deliver a scheme from inception to handover.
 - Ensure there are appropriate specialist roles within the team that address key areas within the development cycle e.g. engagement, quality, contractual/commercial, funding etc.

- 2. Review alternative funding and delivery models e.g. SPV and consider whether direct delivery by the council is the most effective and Value for Money model**
 - Identify other funding or delivery models used by other developing councils and undertake a pros/cons exercise on whether may be appropriate to Islington Council eg. council owned development company
 - Review investment and delivery models such as Joint Ventures, Special Purpose Vehicles, other partnership models with housing associations developers, contractors and investors

- 3. Review and improve resident engagement to ensure it is inclusive, accessible and fit for purpose**
 - Ensure the delivery team has access to high level engagement support to ensure a high quality and consistent engagement service is provided to residents
 - Overhaul the existing new build engagement process so it is fit for purpose (this will involve embedding best practice, locally and regionally, meeting legislative requirements and links in with corporate engagement practice)
 - Draft a Residents Charter to set out the council's and contractors responsibilities when consulting and communicating with residents on development sites incl. a clear and fair tenant and leaseholders offer to affected households
 - Utilise a range of modern methods and technology to keep residents engaged and informed e.g. website improvement (not limited to New Build and needs to connect with other council engagement approaches)

- 4. Review the governance arrangements over the council's new build programme to deliver transparent and accountable decision-making**
 - Ensure robust cost management that delivers value for money
 - Ensure effective risk management to ensure all project risks are well mitigated
 - Commit to an internal audit review of governance

- 5. Continue to explore opportunities to build taller buildings to increase housing supply, including rooftop development**

- Work with Planning to identify where taller buildings might be appropriate in the borough as well as what mitigation is needed when providing tall buildings in un-designated areas
- Set up Tall Buildings Working Group to assess and incorporate changes to building design due to new regulations and improve efficiencies when designing and constructing tall buildings
- Identify site for pilot rooftop development and undertake assessment of cost and deliverability, making clear challenges and opportunities
- Identify other prospective rooftop development activities for future supply

6. Explore off-site construction opportunities to deliver at pace

- Develop typologies that can be replicated on smaller sites in the development pipeline to increase speed of delivery and other efficiencies
- Investigate whether off site construction processes, such as Modern Methods of Construction (MMC), can provide value to the typical type of developments delivered by the council

7. Commit to delivering climate change resilient homes (net zero carbon)

- Continue to design and build high-quality, sustainable and energy efficient homes that meet the challenges presented by climate change
- Undertake post-occupancy evaluation and building performance monitoring to evaluate impact

8. Identify housing solutions that enable families to remain in Islington e.g. incentivised private sale homes to existing Islington residents

- Identify small sites which may be better suited to larger homes such as existing garage sites which could accommodate mews houses for families with housing need for larger properties
- Investigate whether current funding arrangements in the new build programme can be adapted to subsidise or incentivise homes for local families who are being 'priced out' of the borough and don't meet the criteria for traditional social housing.

9. Maximise training and employment opportunities for residents local to the council's new build developments

- Explore different approaches that will deliver genuine training and employment opportunities to local people through the council's contracts with contractors delivering new homes
- Review training and employment opportunities provided through contracts over the last 5 years to establish a baseline

10. Asset review to identify future opportunities for new homes

- Work with the Corporate Landlord and Homes and Neighbourhoods to identify opportunities within the General Fund and HRA asset base and support the drafting and implementation of the Strategic Asset Management Plan highlighting opportunities to maximise the supply of new homes
- When working on HRA and other new build sites, ensure at inception any opportunities for site assembly are identified and freeholders or leaseholders are approached to investigate whether the supply of new homes can be

increased (this should be a priority if the owner is a public body or housing association)

- Work effectively with other public sector bodies (GLA, TfL, the Met, Govt Depts, Health providers etc) to maximise new housing supply through partnership arrangements or disposals of public sector land to the council